

Social Entrepreneurship: Innovating Social Change

(PGP II, Term V, I unit)

Instructors: Prof. M S Sriram and Prof. Ankur Sarin

Overview and Objectives

Living in India, one does not need facts and figures to understand the monumental challenges faced in the process of development and feel hopeless about it. This course will try to maintain a positive attitude toward these challenges. We will use the class-room setting as an opportunity for us to step-back and look at the challenges afresh -- not as problems but as opportunities for innovative and creative thinking.

Social Entrepreneurship has emerged as a rapidly growing sector housing much of such innovative thinking. By seeking to merge the creation of societal value with self-sustainable and entrepreneurial activity, it seeks to engage individuals who are interested in contributing to society but either wary of or intimidated by the traditional actors in the social space.

The course is therefore intended for any one with an open mind interested in making a positive difference to lives around them.

The specific objectives of the course are to help participants:

- Understand the need and role of social entrepreneurs and the contribution they can make in solving some of the biggest challenges faced by society
- Appreciate what it takes to become a social entrepreneur
- Understanding models of social enterprises

Course Design

The course is a full unit course and will have 25 sessions of 75 minutes each. The classroom sessions will be a mix of case discussion, instructor lectures, guest lectures and student presentations. In addition, participants would be required to spend time and energy outside the classroom understanding real life social enterprises by preparing case studies of social enterprises.

Evaluation

Classroom Participation: 10%

Memos: 15%

Mid-Term Exam: 35%

Sector Report/Final Project: 40%

Memos: The short assignments will consist of one or two page memos that are specifically meant for reflecting on either talks by external speakers or special topics.

Module I: Landscape

- Defining Social Entrepreneurship and its role in development
- Socio-economic context of Social Entrepreneurship

2- September

Session: I: Introduction to Social Entrepreneurship [MS]

Readings

1. *Mohammad Yunus*

Social Business Entrepreneur are the Solution

2. *David Bornstein*

The Restless People

3.J Gregory Dees

The Meaning of “Social Entrepreneurship”

6th September

Session 2: Why we need Social Entrepreneurs [AS]

Readings

1. P Sainath

Nero’s Guests

The Corporation (Movie) -- Screening

2. Ela Bhatt

We are Poor but so Many

8th Sept

Session 3: Survey of the Sector: Where they work and who they are [AS]

Readings

1. Bill Drayton

The Citizen Sector Transformed in Alex Nicholls ed. “Social Entrepreneurship”

9th Sept

Session 4: On Becoming a Social Entrepreneur [AS]

Readings

Case:

Teach for America [HBS]

Reading

1. David Bornstein

Six Qualities of Successful Social Entrepreneurs

Module 2: Understanding Organisational Forms

Sept 15th

Session 5: Economic Theory of Firm [MS]

Readings: Capital Structure and Member Control [Srinivasan, Reddy and Phansalkar] [p1-13]

Sept 16th

Session 6: Understanding Non-Profits [AS]

Readings

1. Peter Frumkin

Chp I: The Idea of a Nonprofit and Voluntary Sector in “On Being Nonprofit”

2. Henry Hansmann

Nonprofit firms from The Ownership of Enterprise: Chapter 12

Sept 22nd

Session 7: Understanding Co-operatives [MS]

Readings Capital Structure and Member Control [Srinivasan, Reddy and Phansalkar] [p14-39]

Sept 23rd

Session 8: Creating livelihoods: Intervention in the Economic Sphere [MS]

The Case of Dairying – Mulukanoor Dairy and its link with microfinance

Module 3: Success and Sustenance Issues of Social Enterprise

Sept 29th

Session 9: Profits or Purpose: Cracking the Dilemma [MS]

Case:

Fabindia [HBS 9-807-113]

Reading: TBA

Sept 30th

Session 10: Profits or Purpose: Cracking the Dilemma [MS]

Illustration:

Dastkar

Oct 6th

Session 11: Integrating with the Markets: Processes and Issues [AS]

Case:

ApproTec [HBS 9-503-007]

Oct 7th

Session 12: Problems arising: Issues in Sustainability and Organisational Focus [AS]

Case: Aravind Eye Hospital [HBS 9-593-098]

Reading:

Philip Kotler and Alan Andreasen Developing a Customer Orientation *from*
Strategic Marketing for Non-profit Organizations: Chapter 2

Oct 13th

Session 13: Problems arising: Issues in Sustainability and Organisational Focus [MS]

Case: CMC Vellore [IIMA – CK Prahalad]

Oct 14th

Session 14: Integrating with the mainstream: Public purpose Vs Private Profits – A classic case of Microfinance [MS]

Reading/Discussion: Compartamos

Oct 20th

Session 15: Funding and Financing Social Enterprises

Case: Give Foundation [TBD]

Oct 21st, Oct 27th

Session 16 & 17: Integrating with the State [Velugu] [MS][AS]

Reading: TBD

Case: TBD

Oct 29th

Session 18 Measuring impact and performance of Social Enterprises [AS]

Reading:

Nov 3rd

Session 19: Are Social Entrepreneurs the Solution? [AS]

Reading

I. Michael Edwards Chp 4. Adam Smith's Dilemma in "Just Another Emperor"

Nov 4th

Session 20: Rethinking Models of Social Entrepreneurship [AS]

Reading

I. Peter Frumkin Chp 5: Social Entrepreneurship in "On Being Nonprofit"

Module 4: Social Entrepreneurship in Action

Nov 5th

Session 21: Social Entrepreneurship in Urban Settings (Panel)

Nov 10th

Session 22: Social Activism: Saving the Children/Childhood

Nov 11th

Session 23: Social Activism through Judicial Processes: Electoral Reforms [Guest Speaker]

Nov 17th

Session 24: Social Activism: A Panel of three leaders. [Guests]

Nov 18th

Session 25: Overview, Feedback